

PROPOSED REMARKS BY
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STEERING COMMITTEE
COUNCIL ON INTELLIGENCE AND POLICY
BACON HOUSE
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THANK YOU DEAN ALLISON.

(YOU MIGHT WISH TO MAKE A PERSONAL REFERENCE TO HIS REMARKS)

OUR PURPOSE TONIGHT IS TO CELEBRATE THE BEGINNING OF AN
IMPORTANT VENTURE, AND TO BEGIN OUR PART IN MAKING THAT VENTURE
SUCCEED.

THE PROJECT ON INTELLIGENCE ASSESSMENT AND POLICY HAS HAD A
PROMISING BEGINNING--WE HAVE HAD TWO EXPERIMENTAL EXECUTIVE TRAINING
SESSIONS AND BOTH WERE USEFUL AND PROVOCATIVE. ¹ THE SUCCESS OF
THESE INITIAL SESSIONS IS THE RESULT OF THE WORK OF DEAN ALLISON;
OUR DEPUTY DIRECTOR, BOB GATES; PROFESSOR ERNEST MAY, AND
STAN MOSKOWITZ, WHO IS THE DIRECTOR OF OUR OFFICE OF TRAINING AND
EDUCATION.

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THE GOAL OF THE PROJECT--TO MAKE INTELLIGENCE SUPPORT OF POLICY MORE EFFECTIVE--IS CLEARLY STATED. IS AN END WORTH PURSUING, AND IS SOMETHING WE CAN ALL AGREE UPON. AND WE HAVE UNDERTAKEN THIS PROJECT OPENLY AND COOPERATIVELY IN A WAY THAT SEEMS TO ME TO BE EXACTLY RIGHT--A WAY THAT, FOR ONCE, SHOULD NOT REQUIRE MY PRESENCE BEFORE ANY CONGRESSIONAL COMMITTEES.

THOSE OF US WHO WILL GUIDE THIS PROJECT ARE TO PROVIDE THE BENEFIT OF OUR EXPERIENCE. I HAVE HEARD IT SAID THAT "EXPERIENCE IS THE NAME EVERYONE GIVES TO THEIR MISTAKES."² BUT KNOWING WHAT THOSE MISTAKES WERE IS USEFUL HERE. WHAT THOSE OF US ON THE STEERING COMMITTEE WILL REALLY BE DOING IS PROVIDING INTELLIGENCE. WE WILL OFFER ADVICE ON THE RESEARCH AGENDA AND SERVE AS A RESOURCE FOR THE PROGRAM.

YOU WILL HEAR FROM OTHERS TONIGHT WHO WILL DESCRIBE THE PROGRAM IN DETAIL. MY PURPOSE IS TO WELCOME YOU AND TO COMMEND YOUR SENSE

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OF PRIORITIES, YOUR EXPERTISE, AND YOUR INNATE WISDOM IN JOINING
US. THIS IS AN IMPORTANT PROGRAM--IMPORTANT TO THE ACADEMIC,
INTELLIGENCE, AND POLICY INTERESTS WE REPRESENT AND IMPORTANT TO ALL
OF US WHO ARE AFFECTED BY THE DECISIONS OF POLICYMAKERS. I HOPE YOU
WILL FIND YOUR PART IN THIS PROJECT REWARDING. I WELCOME YOUR
PARTICIPATION.

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